



Government of
Saskatchewan

Annual Report 2004 - 2005

Saskatchewan
Property
Management
Corporation

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Web address for the Saskatchewan Property Management Corporation's 2004-05 Annual Report
<http://www.spm.gov.sk.ca>

Letters of transmittal

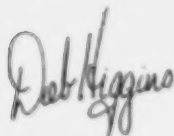


June 2005

To Her Honour
The Honourable Dr. Lynda M. Haverstock
Lieutenant-Governor of Saskatchewan

May it please Your Honour:

I respectfully submit the Annual Report for Saskatchewan Property Management Corporation for the fiscal year ending March 31, 2005.



Debra Higgins
Minister Responsible for
Saskatchewan Property Management Corporation

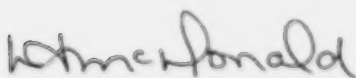


June 2005

The Honourable Debra Higgins
Minister Responsible for
Saskatchewan Property Management Corporation

Dear Minister Higgins:

I have the honour of submitting the Annual Report for Saskatchewan Property Management Corporation for the fiscal year ending March 31, 2005.



Deb McDonald
President

Introduction

Saskatchewan Property Management Corporation's 2004-05 Annual Report describes actual results for the key actions and performance measures published in the corporation's 2004-05 Performance Plan, released in March 2004. It also contains the results of key actions regarding our commitment to wind power and green energy, energy upgrades to our buildings and the completion of the Wascana Lake Urban Revitalization Project, each of which was identified as a priority within the Provincial Budget and Performance Plan for 2004-05.

SPMC's complete 2004-05 Performance Plan can be viewed at http://www.spm.gov.sk.ca/docs/spmc_performance_plan_2004-05.pdf. The government-wide plan and budget documents for the same year are available at <http://www.gov.sk.ca/finance/budget/budget04/budgetsummary.pdf>.

This is the first Saskatchewan Property Management Corporation (SPMC) Annual Report to include measurable results associated with the annual performance plan. This improvement is based on continued implementation of Government's Accountability Framework, which requires reporting on actual year-end results as compared to the intended results identified in the performance plan released at the beginning of the fiscal year. Reporting on actual year-end financial and performance results as compared to the plan which was released at the start of the year increases accountability to the public. SPMC first began the cycle of issuing a performance plan and reporting against it two years ago and has steadily been working to improve reporting, as demonstrated by the inclusion of performance measures in the 2004-05 Performance Plan.

Our 2005-06 Performance Plan was released with the provincial budget on March 23, 2005 and is available at http://www.spm.gov.sk.ca/docs/spm_performance_plan_2005-06.pdf.

Who we are

Saskatchewan Property Management Corporation is a Treasury Board Crown corporation that provides property management and other support services to government departments, Crown corporations, boards, agencies and commissions. Its mandate focuses on providing accommodation, property management, furnishings and supplies, transportation, purchasing, risk management, records management, telecommunications, and mail services, which are delivered by a staff complement of 828.9 full time equivalent employees in locations across the province, including:

- Assiniboia
- Battleford
- Buffalo Narrows
- Cumberland House
- Creighton
- Estevan
- Humboldt
- Kindersley
- La Ronge
- Meadow Lake
- Melfort
- Melville
- Moose Jaw
- Moosomin
- North Battleford
- Pinehouse
- Prince Albert
- Regina
- Rosetown
- Sandy Bay
- Saskatoon
- Stoney Rapids
- Swift Current
- Tisdale
- Weyakwin
- Weyburn
- Wolseley
- Wynyard
- Yorkton

SPMC's vision is to provide the best property management and support services for best value to public agencies in Saskatchewan. By providing centralized accommodation and support services, Saskatchewan Property Management Corporation achieves efficiencies and economies of scale while providing centralized expertise that allows clients to focus on their own areas of expertise.

SPMC generated \$223 million in revenues for 2004-05, which recover the cost of delivering the services. Most revenue required to operate the corporation comes from charging clients for centralized accommodation, project management, transportation, and other support services.

Saskatchewan Property Management Corporation is comprised of four divisions: Accommodation Services, Commercial Services, Corporate Support Services, and Information Technology.

Accommodation Services

SPMC has responsibility for 1,192 buildings located in 166 communities and 25 provincial parks. Of these, 923 are owned by SPMC while 269 are leased. Of the 923 owned buildings, 443 buildings are maintained by SPMC and have an estimated replacement value of approximately \$1.4 billion. The owned and leased space is managed primarily to accommodate the programs of government departments and agencies, and covers an area of close to one million square metres.

SPMC works with government agencies to manage changes in accommodation requirements that result from changes in government programs or changes in the way the programs are provided. Primary services associated with property are: accommodation planning, construction project management, building operation and maintenance, real estate leasing, property purchase and disposal, security, and furniture services.

Commercial Services

SPMC provides various support services to government through its Commercial Services Division. These services include:

- **Transportation Services** – Central Vehicle Agency (CVA) makes its fleet of 4,500 vehicles available to 330 different client groups. These groups travel an average of 70 million kilometres a year. Air Transportation Services (ATS), with its fleet of six aircraft, supplies Air Ambulance Services to Saskatchewan citizens as well as Executive Air Service to elected officials and senior government officials. Each of the two services has three dedicated aircraft.
- **Purchasing** – On behalf of government departments and agencies, this branch holds approximately 1,800 competitions a year for goods and another 75 competitions a year for services, for a total of approximately \$100 million in purchasing activity. The vast majority of that activity — close to 80 per cent — is sourced to Saskatchewan suppliers.
- **Relocation Services** – SPMC manages a full range of relocation services for executive government employees.
- **Records Management** – SPMC provides a central, secure storage facility for warehousing and retrieving government documents. This service also includes shredding of documents after Saskatchewan Archives Board approval has been received. As of March 31, 2005 there were 122,112 boxes of government files in storage.
- **Mail Services** – Over 25 million pieces of mail are moved by SPMC annually for government departments, government boards, commissions, corporations and authorized public agencies.
- **Distribution Centre** – The SPMC Distribution Centre provides approximately 1,000 office, paper and janitorial products to clients.

SPMC is able to achieve savings for government due to bulk purchasing and centralized warehousing. These savings are passed on to departments.

Information Technology Division

The IT division consists of the Systems and Telecommunications branches. The Systems Branch provides computer technology services for the corporation. Telecommunications is responsible for rates and service levels on telecommunication contract agreements. In addition, it provides co-ordination of government-wide telecommunication services including telephones, cellular, long distance, Blue Pages in 10 telephone directories across the province as well as providing some IT service offerings including a government-wide e-mail service (GEMS), on-line government directory (www.gtds.gov.sk.ca), CommunityNet which brings high speed internet to smaller communities and organizations in the province, and web-hosting services.

Corporate Support Services

Corporate Support Services division includes Human Resources and Financial Services branches to support and serve SPMC and our employees, as well as Legal and Risk Management, which is responsible for all the corporation's legal, investigative and insurance services. Legal and Risk Management also helps clients to identify and manage corporate risks.

Private Sector Relationships

In fulfilling its mandate, SPMC works with the private sector to provide some of its services. For example:

- SPMC does not own all of the buildings the province occupies. In Regina, 50 per cent of the office space is leased including many of Regina's major buildings such as the Delta/Convention Centre, McCallum Hill Tower I, Bank of Montreal, Chateau Tower and South Broad Plaza. In Saskatoon, 53 per cent of the office space is leased such as the Cohen Building and the First Nations Bank Building.
- Mail Services provides services in conjunction with Canada Post and various delivery/courier companies.
- The Central Vehicle Agency (CVA) has built working relationships with vehicle manufacturers, car dealers and with the gas companies to acquire the best price and value possible for clients. In addition, vehicle maintenance and repair work is done by private companies.
- The Distribution Centre purchases office, paper and janitorial supplies from various companies, mostly based in Saskatchewan.
- Through its Accommodation Services Division, SPMC works with many Saskatchewan architectural, engineering and construction companies. SPMC also co-chairs the Saskatchewan Construction Panel which regularly brings together government and construction representatives to discuss opportunities and concerns in the industry.

Throughout the 2004-05 fiscal year significant work went into preparing SPMC to become a department of Executive Government.

Departments today are now able to operate with greater financial flexibility than when SPMC was created in 1987. As such, it was no longer necessary for SPMC to be a Treasury Board Crown corporation, so with the assistance of the Department of Justice, SPMC revamped its legislation along with The Public Works Act of 1979 and created a new Public Works and Services Act to govern its business.

With legislation having passed in the fall 2004 sitting of the Legislative Assembly and proclaimed in spring 2005, SPMC became the Department of Property Management effective April 1, 2005.

The new Department of Property Management has the same mandate as its predecessor and has adopted the human resources policy and procedures of the Public Service Commission. The Department has also implemented the same financial system as is used by the rest of Executive Government.

2004-05 Results at a glance

The purpose of this section is to provide a concise overview of the performance and financial results achieved in response to the goals, objectives and performance measures set out in the 2004-05 Performance Plan. This is the first year that SPMC will be reporting measurable results. The information highlights the purpose for selecting the key aspects to be measured and the baseline comparison for each measurement.

Summary of performance results

A significant amount of administrative work during this fiscal year was dedicated to preparing SPMC for the transition from a Treasury Board Crown into a department of Executive Government on April 1, 2005. The corporation converted its financial system to be compatible with the Province's and negotiated the transfer of its SGEU, CUPE, and out-of-scope employees into the Province's Public Service Commission program. Work was completed to repeal the SPMC Act and introduce The Public Works and Services Act which consolidated, updated and replaced the provisions of The Public Works Act.

As well, the corporation:

- Introduced a new donation program for community-based organizations on the internet
- Completed major maintenance work on 45 buildings in Saskatchewan
- Purchased energy-saving hybrid trucks for client use
- Hosted a Purchasers' Showcase attended by over 600 suppliers
- Managed the construction of a major addition to Government House

In 2004-05, SPMC successfully completed many important projects and activities that have helped the corporation achieve its goals and objectives.

Key performance results

Goal I – Effective and value-added service

- Introduced the Community Donations Program, a new web-based disposal program designed to provide community-based organizations in Saskatchewan with free office furniture and equipment that has been identified as surplus to government.
- Implemented a new finance system compatible with Executive Government's financial system

Goal II – Sustainable property infrastructure

- Advanced to Phase II of the Capital Asset Infrastructure Management System (CAIMS), a software program that tracks and configures data to determine the sustainability of buildings.
- Completed major maintenance work on 45 buildings in Saskatchewan.
- Developed long-term plans for Saskatchewan courts, four SIAST campuses and the Regina Provincial Correctional Centre.
- Received approval to build a new Provincial Laboratory facility in partnership with Saskatchewan Health.
- Received approval to replace the 1913 portion of the Regina Provincial Correctional Centre in partnership with Corrections and Public Safety.
- Upgraded 10 Regina facilities, resulting in energy efficiency reductions of 21 per cent.
- Received City of Regina Municipal Heritage Awards for the Centennial addition to Government House and the restoration of 1871 Smith St.

Goal III – Partnerships that benefit government and communities

- Achieved a 92.6 per cent satisfaction approval rating from SPMC's first supplier satisfaction survey.
- Purchased 11 energy-efficient hybrid trucks through Central Vehicle Agency, making SPMC one of the first organizations in North America to have hybrid vehicles in its fleet for clients.
- Hosted a Purchasers' Showcase event in Regina which attracted over 600 suppliers.
- Purchased 65 per cent of a major building in downtown Regina in partnership with Harvard Developments Inc. for SPMC head office relocation.
- Initiated 2005 Canada Summer Games site preparation.

Summary of financial results

The key highlights of the financial statements comparing results to budget include:

Excess of revenue over expenses variance to budget of approximately \$8.7 million is primarily due to:

Total revenue increase over budget of approximately \$4.4 million. The increase is a result of a number of contributing factors including:

- An increase in accommodation revenue of approximately \$2.3 million primarily due to an increase over budget for departmental and client requests for capital projects. The actual activity level for these projects is dependent on departmental requests which vary from year to year;
- A decrease of close to \$0.9 million in vehicle revenue was a result of changes in client vehicle requirements from budget estimates;
- An increase in the grant revenue of almost \$0.5 million was due to additional funding provided through Supplementary Estimates for 2005 Canada Summer Games site preparation in Wascana Park; and
- An increase in other services revenue over budget was mainly due to the capital fund revenue of \$1.8 million. The majority of this capital fund revenue represents the capital funding realized from the special warrant provided during the year for vehicle acquisitions. The remaining variance relates to changes in sales volume for various service lines.

Total expenses decreased from budget by \$4.3 million. The decrease is mainly due to the following:

- Lease expenses were lower than budget by \$3.3 million. The majority of the decrease is a result of a change in estimate for lease escalation expenses.
- Property management operating expenses were lower than budget by approximately \$4.2 million. The majority of the variance relates to actual utility costs that came in under budgeted amounts. Contributing factors to the lower than anticipated utility costs were a relatively mild winter and energy savings realized during the year as a result of the energy performance contracting measures.
- An increase in amortization expense of approximately \$2.2 million resulted mainly from increases to building and vehicle assets.
- General operations expenses incurred were approximately \$1.3 million less than budget mainly due to lower than anticipated salary expenses as the retroactive pay equity payments were less than estimated.
- The unbudgeted loss on assets of \$2.3 million is primarily a result of the write-down of land and buildings due to appraisals and/or a review of their future revenue stream potential.

2004-05 Performance results

This section shows how successful SPMC was in achieving the goals and objectives set out in the 2004-05 Performance Plan and for the first time also provides the results of our performance measures.

By looking at the progress made toward meeting the goals, objectives and performance measures set out at the onset of the year, SPMC's management is able to gauge which of its activities are working as anticipated and which could be more successful if adjustments were made. For example, the success of this year's Purchasers' Showcase means SPMC will continue to host this bi-annual event, with the next showcase schedule for early in 2007. Similarly, when the 2003-04 client survey results indicated a desire for better communications, SPMC responded by increasing the amount of direct contact being made with clients about service delivery and client needs.

The key actions originally presented in our 2004-05 plan are listed below, followed by a report on actual progress for each. Actual results information is included for all key actions and performance measures that were published in our 2004-05 Performance Plan as well as for all commitments related to Saskatchewan Property Management Corporation in the government-wide *2004-05 Performance Plan Summary*.

More information about SPMC's performance measures is available in the 2004-05 Performance Plan at http://www.spm.gov.sk.ca/docs/spmc_performance_plan_2004-05.pdf

Goal I – Effective and Value-Added Service

Objective 1 – Cost Effective Services for Clients

SPMC was established to provide centralized accommodation and support services to government departments and agencies. By providing these services centrally, we can achieve economies of scale that allow us to pass savings on to our

clients, thus enabling them to focus more of their resources on their specific areas of expertise.

In order to be successful at achieving its mandate, SPMC must deliver cost-effective goods and services that meet the needs of its clients. From time to time that means reviewing what services we deliver, and how they are delivered. In 2004-05, SPMC implemented several recommendations that were approved following a 2003-04 service line review, including replacing the Sales and Salvage program with a more economically viable disposal process; finding efficiencies in mail delivery; and making decisions to close Echo Valley Conference Centre as well as to transfer electronic security monitoring to the Saskatchewan company, SecurTek.

SPMC has achieved its goals with regard to delivering cost effective service for clients in the past fiscal year.

Key results

Implement approved service review recommendations to provide more cost-effective services for clients, including: Community Donations for the disposal of surplus office items to community-based and charitable organizations throughout Saskatchewan. [2004-05 planned result]

Community Donations Program

Saskatchewan Property Management Corporation is responsible for selling or disposing of surplus government items such as used office furniture and equipment, computers, and vehicles. Previously, these items had been publicly auctioned; however the cost to administer the program was greater than the proceeds from the sales. Although public auctions are still the disposal method for vehicles, SPMC developed an alternative solution for the other items.

In July 2004, SPMC introduced a new disposal program designed to reduce expenses, and benefit the community. The new Community Donations Program is located on the internet at www.communitydonations.ca and provides community-based organizations in Saskatchewan with the opportunity to select and receive used government office furniture and equipment free of charge.

Government organizations post their surplus items on the web-based program and if no other department expresses a need for it, SPMC makes the items available to registered community groups through weekly postings. At the end of each week, one organization is chosen at random to receive each posting.

The program was developed in consultation with community-based organizations, non-government organizations and various government departments throughout the province. The groups approved of the web-based domain for the program which makes it broadly accessible and easier to administer.

As of March 31, 2005 there were 406 community-based organizations registered in the program and a total of 1,228 expressions of interest were received for the 543 postings awarded. Groups from the following 22 communities have been awarded postings: Big River, Bruno, Buffalo Narrows, Carlyle, Fillmore, Fort Qu-Appelle, Ile-a-la-Crosse, Livelong, Meadow Lake, Midale, Moose Jaw, Preeceville, Prince Albert, Redvers, Regina, Rosetown, Saskatoon, Swift Current, Tisdale, Weyburn, Whitewood and Yorkton. SPMC is targeting to have 500 community-based organizations registered by the end of the 2005-06 fiscal year.

Items that are not recycled through government departments on the website, or claimed by community-based organizations, are disposed of in a responsible manner. Any unclaimed computer or computer-related peripherals are recycled through e-Waste Canada.ca.

Implement approved service review recommendations to provide more cost-effective services for clients, including: Changes to the delivery of government mail services throughout the province. [2004-05 planned result]

Government mail delivery

SPMC conducted a service line review of its government mail services to determine cost-effectiveness and efficiency for clients. Previously, SPMC had been receiving all inbound government mail from Canada Post in Regina, sorting it, and delivering it to government office addresses. During the review, SPMC learned that Canada Post had acquired the necessary automated sorting equipment to manage this process. After discussions with Canada Post, the corporation plans to transfer this responsibility to them. SPMC has informed its clients of the pending changes to mail service in Regina. The change in procedure should reduce the amount of handling and sorting of Regina mail.

Mail Service fee rates were reviewed and re-balanced to reflect actual use by clients. The new rates continue to be phased in over the next two years to enable SPMC clients to adjust to both increases and decreases in service charges.

Investigate opportunities to decrease unit fixed costs by providing service to Crown corporations and federal government where practical. [2004-05 planned result]

Investigating opportunities to expand SPMC's client base to Crown corporations and the federal government became a low priority in 2004-05 because of the focus required to successfully make the transition to Executive Government.

Relocation Services

SPMC did, however, reach an agreement with SaskPower in January 2005 to provide customized relocation services for the Crown corporation's employees.

Other activities undertaken in response to service review recommendations designed to provide more cost-effective services for clients included the closure of Echo Valley Conference Centre, the transfer of electronic security monitoring responsibilities, and improvements to the records management program.

Echo Valley Conference Centre

Saskatchewan Property Management Corporation conducted a comprehensive financial review of the Echo Valley Conference Centre and determined it could not continue to operate the centre, particularly since it was not being utilized by SPMC's priority client base and to continue operations would impact on the corporation's ability to provide cost-effective services. Echo Valley Conference Centre was closed on September 30, 2004 and continues to be managed in a safe and secure manner while SPMC follows its standard disposal process, which includes offering the property for sale within government first and then to other levels of government before making it available to the public.

Monitoring services

Following a review of its security services, SPMC determined it would be more cost-effective to contract out electronic monitoring services. SecurTek assumed the contract for providing security services previously provided by SPMC effective June 2004.

Records Management Program

SPMC initiated improvements to its Records Management Program where government records are managed and stored on behalf of clients. The improvements will increase the utilization of space in the storage facility by approximately 82 per cent to meet current and future needs. In addition, new systems were put in place to improve SPMC's ability to store, manage, retrieve, and track client records.

Measurable results

1. Performance measure

Price comparisons for SPMC office space compared to the private sector

2004-05 result

5 per cent below private sector market price (September 2004)

SPMC owns and leases space in buildings to meet the needs of individual government departments. This performance measure shows the cost-effectiveness of providing centralized accommodation services to government by comparing the gross rental rate for office space in Regina and Saskatoon to the private sector.

Regina and Saskatoon are used for the baseline since they represent 70 per cent of SPMC's total office building space, and comparative market office space information is readily available. Program space designed for a specific function such as jails or courthouses is excluded from this measure as the private industry does not typically own or manage space that could be used for a comparison.

SPMC's level of influence over this measure is high. The department can influence the rates for office space by how and when it acquires accommodation; through quality specifications; timing of negotiations and Requests for Proposals; and build, buy, lease analysis/decisions.

2. Performance measure

CVA pool price compared to Public Service Commission (PSC) private vehicle usage rate

2004-05 result

The CVA price (\$0.267/km) is 27 per cent below the PSC's rate (\$0.3673/km) (Dec. 2004)

SPMC acquires large quantities of vehicles and rents them to government departments and public agencies. By operating a central fleet of vehicles, SPMC can pass the savings on to clients. A pool of vehicles is available for short-term use throughout the province and SPMC's Central Vehicle Agency charges a per-kilometre price to cover all fixed and operating costs of the vehicle.

The department's level of influence over the following performance measure is high. SPMC has significant influence over its own prices for short-term vehicle usage, however it has no influence over the other options available to clients: the private vehicle usage rate set by the Public Service Commission; or marketplace rental prices.

3. Performance measure

CVA pool price compared to market price

2004-05 result

The CVA pool price (\$0.2804/km) is 24 per cent below the market price (\$0.369/km) (October 2004)

Objective 2 – Enhanced Client Service Delivery

In addition to delivering cost-effective service, SPMC recognizes that it must also provide quality services in order to satisfy and retain our clients. As a client-based organization SPMC works to meet and exceed client expectations and is continuously looking for new ways to enhance client service. Knowing our clients and their needs is critical to maintaining client satisfaction.

SPMC responded to the findings of a 2003-04 client satisfaction survey in very clear and measurable ways over the past year. This has included increased communications with our clients in recognition that our transition into Executive Government may have caused questions about future service. Those concerns were allayed through meetings and personal contact with clients.

SPMC also responded to client concerns regarding the timeliness of invoicing.

These initiatives are seen as significant in terms of helping us to achieve the goals set out for this objective and enabling us to set new key actions for the future.

Key results

Benchmark client satisfaction through a customized client survey and identify gaps in client service. [2004-05 planned result]

Client Satisfaction Survey improvements

SPMC conducted a client satisfaction survey in 2003-04 to identify satisfaction ratings for client service and to reveal any gaps in service. Over 90 per cent of the clients surveyed were satisfied or very satisfied with SPMC services, value for money, and needs met. There were two areas where clients noted that improvements could be made: better communication, particularly regarding program changes that affect clients' budgets and more timely invoicing. This fiscal year, SPMC implemented a new records management system that will provide clients with monthly invoices instead of issuing them annually.

Communicate regularly with clients regarding service delivery and client needs through direct client contact. [2004-05 planned result]

Dedicated positions

SPMC has dedicated one employee to client relationship management with SIAST (SPMC's largest client), whose primary responsibilities are to build client relationships, provide policy and process consultations and co-ordination, issues management, pricing details, needs identification and to identify gaps and provide solutions across all SPMC service lines. Another employee is dedicated to the courts steering committee – Saskatchewan Courts Facility and Security Committee.

Records Management at the Distribution Centre kept clients informed about the renovation underway to provide expanded space for government records. Intake of records was put on hold until the renovation was completed.

SPMC held a number of meetings with clients to explain how it would make the transition from a Crown corporation to a department of Executive Government. Clients were assured that SPMC would continue its mandate to serve government organizations.

Investigate opportunities to provide options and appropriate pricing structure for cleaning and building operations. [2004-05 planned result]

Cleaning service standards

SPMC completed a pricing review to determine market competitiveness for these cleaning services and building operations in 2003-04. SPMC's pricing compared favourably in most cases with industry benchmarks.

The department is working closely with SIAST to tailor cleaning services and to achieve resource parity in cleaning services provided at all SIAST campuses. A cleaning standard has been developed and implemented specifically for SIAST campuses, and service levels have been adjusted.

Invest in and improve service effectiveness through the use of technology to meet client needs for access, process improvement, and service delivery.

Implement a new corporate financial system to improve management information and financial reporting. [2004-05 planned result]

New financial system

In preparation for the transition to a department on April 1, 2005, SPMC implemented the Government of Saskatchewan's MIDAS Financial System. Work was required to prepare interfaces from our business applications to the MIDAS system. The new financial system will improve management information and financial reporting.

Implement an on-line booking system for Executive Air Services to improve the efficiency of flight co-ordination. [2004-05 planned result]

Air Services on-line booking

This action has been deferred to 2005-06 as a result of personnel changes within the branch during the past fiscal year. SPMC continues to plan an on-line booking system for Executive Air Services and to develop on-line flight schedule information for Ministers' in-province flights.

Participate in the new government-wide Human Resource system to improve HR information management and reporting. [2004-05 planned result].

New HR system

SPMC has two employees assigned full-time to the design team of the government-wide HR system until January 2006. Working groups have been established to provide feedback on the system modules. The employees have attended several technical demonstrations on the different modules of the system and have participated in inter-departmental workshops to provide feedback to the working committee.

Measurable results

Measurable results for the objective of enhanced client service delivery were under development at the time the SPMC Performance Plan was published. SPMC is creating benchmark measurements in critical areas of performance to establish a reporting cycle for the key actions associated with this objective. Performance measures were developed for the 2005-06 Performance Plan.

Goal II – Sustainable Property Infrastructure

Objective 1 – Appropriate Facilities and Equipment for Clients

Providing appropriate facilities and equipment for our clients means that the buildings people work in meet the requirements of their work (i.e. there is enough space for the number of people in the work unit and any special requirements, such as appropriate security or meeting space, have been met) and that the equipment they are supplied meets their needs (i.e. reliable vehicles for employees who travel). Meeting these requirements is a basic necessity for other government departments and agencies to effectively do their work for the people of Saskatchewan.

Being responsible for the public works, real estate management and central service functions for the provincial government carries a wide range of property and liability risks. In 2004-05, SPMC was responsible for the maintenance of more than 800 owned or leased facilities in 166 communities.

The corporation manages its exposure to physical property damage through loss control and reduction techniques including preventative maintenance programs, regular inspections by independent loss control engineers, installation of new sprinkler and fire detection systems and upgrades to existing systems. SPMC purchases insurance for catastrophic losses only.

Another area of risk, in terms of costing for the service, is the impact weather has on natural gas consumption. Unpredictable highs or lows impact significantly on heating costs for SPMC. The corporation reduces this risk through ongoing asset renewal projects that replace building envelopes, windows and roofs, preventative maintenance programs and an energy management conservation program.

SPMC needs to carefully consider how it spends capital dollars. To address that concern, a strategy has been developed which will see expenditures concentrated on targeted core facilities that are occupied by high priority programs and which are seen to be viable for the long-term based on facility condition, function and use. Funding for the remaining facilities will be allocated based on shorter-term program needs, occupant safety, and high priority regulatory codes.

SPMC is pleased with the work being done to deliver appropriate facilities and equipment to its clients.

Key results

Identify long-term program and space requirement needs in consultation with clients. Initial concentration will be on departments with significant accommodation needs. Long-range program plans include detailed analysis of current facility issues and needs and recommendations on the most effective and efficient solutions.

In conjunction with SPMC, the Department of Justice to develop and implement a long-term plan for court facilities in Saskatchewan. [2004-05 planned result]

A courts steering committee (Saskatchewan Courts Facility and Security Committee) consisting of all three levels of the judiciary, Saskatchewan Justice and SPMC has been established to deal with the related issues. As a result, long-range program plans are being developed for all court facilities including circuit points.

In conjunction with SPMC, SIAST to develop and implement a long-term capital plan for its facilities. [2004-05 planned result]

Long-range plans are complete for SIAST's Kelsey Campus in Saskatoon and Palliser Campus in Moose Jaw, and nearing completion for Woodlands Campus in Prince Albert and Wascana Campus in Regina. SPMC is working directly with SIAST executive through a steering committee consisting of SIAST, Learning and SPMC.

In conjunction with SPMC, Corrections and Public Safety (CPS) to develop an infrastructure plan for the Regina Provincial Correctional Centre. [2004-05 planned result]

SPMC is working directly with CPS to complete long-range plans for adult correctional centres. The replacement of the oldest portion of the Regina Correctional Centre has been approved in the 2005-06 budget and plans are in development to replace other portions of the Regina Provincial Correctional Centre. The provincial Corrections plan for adult and young offenders is being updated.

SPMC completed preliminary planning and, in conjunction with Department of Health, initiated work on developing a new Provincial Health Lab in Regina, as approved in the 2005-06 budget.

Annually refine list of core government facilities based on client needs in order to allocate limited asset renewal funding to priority facilities. [2004-05 planned result]

Capital Asset Infrastructure Management System

The Capital Asset Infrastructure Management System (CAIMS) was implemented in 2003-04 to assist SPMC in allocating asset renewal funding to priority facilities. This year, phase two of the project involved refining the data on all SPMC buildings with an emphasis on core facilities. SPMC populated the database with modeled data and completed validation surveys of work required on the core facilities.

SPMC has identified 70 core facilities, which include a total of 152 buildings. In 2004-05, \$16.9 million was spent on maintenance at 45 of the 152 buildings (listed below). Using the new CAIM system, and communicating regularly with clients to discuss their accommodation needs, is proving to be an effective method to achieve SPMC's goal of sustainable property infrastructure.

2004-05 Core Facilities

Expenditures

Estevan

Provincial Court House	\$24,950.00
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Kindersley

Wellbelove Building	6,279.32
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La Ronge

Fire Cache	205.27
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Provincial Office Building	30,903.69
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Moose Jaw

Provincial Court House	1,198,906.95
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SIAST	155,474.13
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W. G. Davies Building	34,211.68
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Meadow Lake

North West Post Secondary Centre	4,225.04
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Melfort

Norman Vickar Building	79,022.68
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North Battleford

Kramer Place	196,346.20
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Hospital Laundry Building	122,449.08
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Hospital Main Building	231,616.04
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Hospital Power House	36.69
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Prince Albert

Academic Centre	123,681.67
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Correctional Centre Main Building	974,600.31
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E.R.D. DNS	131,046.94
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Fire Control Shop L	1,902.02
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McIntosh Mall	2,107,556.71
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Pinegrove Women's

Correctional Centre	154,730.66
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SIAST Woodlands Campus	350,791.07
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Regina

Crown Investment Corporation Building	457,583.58
Centre of the Arts	42,560.81
E.R.D. and Lab	244,991.40
Revenue Building	521,304.97
Government House	336,412.85
Health Building	1,257,140.11
Legislative Power House	132,096.83
Legislative Building	598,818.70
Parkway Building	493,748.12
Paul Dojack Youth Centre	521,513.37
SIASST Wascana Campus	151,634.45
T.C. Douglas Building	326,379.65
Walter Scott Building	2,684,018.27

Saskatoon

Men's Correctional Centre Main Building	645,979.27
E.R.D. Sutherland	58,087.72
Kilburn Hall	1,000.00
SIASST Kelsey Campus	178,192.52
Sturdy Stone Centre	447,948.95
Yarrow Youth Farm	109,420.71

Swift Current

E.I. Wood Building	196,492.55
Provincial Court House	28,276.61

Weyburn

E.R.D.	9,098.00
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Yorkton

Broadcast Place	1,042,435.31
Kuziak Building	341,480.64
Court facilities	169,829.57

\$16,925,381.11

Pursue more aggressive options to dispose of assets that are no longer required, such as using private sector to help market the assets.
[2004-05 planned result]

Real Estate Association partnership

In August 2003, SPMC partnered with the Saskatchewan Real Estate Association to dispose of selected surplus properties through a Multiple Listing Service to market surplus property. Using this method, SPMC is in the late stages of the sale of the Diocese of Qu'Appelle site in Regina. The Souris Valley Regional Care Centre in Weyburn has also been listed for sale with a member of the Saskatchewan Real Estate Association.

SPMC is also following its asset disposal process for the Echo Valley Conference Centre in Fort San, but has not yet completed its canvas of other levels of government. Only after we have been assured that no other level of government requires the property will we list it for public disposal.

Canvass clients to review vehicle requirements and identify number and type of vehicles to meet client needs [2004-05 planned result]

SPMC completed its annual canvass of clients to determine their vehicle requirements for 2005-06 and has prepared the vehicle tenders to meet those needs.

Measurable results**1. Performance Measure**

Average annual distance traveled per government vehicle

2004-05 result

22,557 km per vehicle March 31, 2004

SPMC provides a central fleet of vehicles for government departments. Each year, it reviews vehicle needs with departments, and acquires or disposes of vehicles accordingly. The average annual number of kilometres traveled per vehicle is an indication of the extent to which these vehicles are needed and used by departments. A low number of kilometres traveled per vehicle might suggest that government vehicles are under-utilized, while a high number of kilometres traveled per vehicle might suggest that more vehicles are required.

The department influence over the following performance measure is indirect. As a service provider, Central Vehicle Agency is responsible for providing the various types of vehicles required by departments and other public agencies; however, the clients are responsible for the use of the vehicles.

2. Performance measure

Vacancy rate for office space

2004-05 results

2.3 per cent (March 31, 2004)

SPMC is responsible for providing the office space required for government departments. This space is provided through a combination of government owned and leased buildings. While it is prudent to have some unused capacity to allow for periodic movement and changes of people and programs, SPMC believes it is important to have a relatively low vacancy rate for office space since there is an ongoing cost for unused space.

The performance measure is designed to demonstrate the effectiveness of SPMC in managing the space portfolio of government. Regina and Saskatoon are used for comparative purposes in establishing vacancy measurements because they collectively represent 70 per cent of SPMC's total available office space.

Objective 2 – Affordable and Sustainable Infrastructure

SPMC strives to ensure the infrastructure in its portfolio is affordable for its clients and that the owned portion of its portfolio is sustainable over the long-term. By focusing on these two qualities, we make sure the dollars allocated to infrastructure required to deliver government services are being well spent.

This is achieved in many ways, including through cost-effective construction and renovations that include innovative designs and energy-saving systems. In fact, last year, SPMC introduced a

new energy efficiency standard that is 25 per cent better than the Canadian Energy Code standard for buildings and applies to all of SPMC's new buildings and renovations.

SPMC has also invested in an electronic Capital Asset Infrastructure Management System (CAIMS) which, when used with appropriate diagnostics, helps the corporation determine the structural status of the government buildings it owns and to make knowledgeable decisions about where to invest available capital dollars.

Of course, given the age of some of its facilities, SPMC also has a responsibility for ensuring work on buildings within its portfolio with heritage value are looked after in ways which respect that value whenever possible. In 2004-05, SPMC was part of a team that received two Municipal Heritage Awards from the City of Regina. One award recognized SPMC for its outstanding contribution to the interior rehabilitation of the Saskatchewan Revenue Building located at 1871 Smith Street, while the second award was in recognition of a major new, and appropriately sensitive, addition to Government House.

Affordable and sustainable infrastructure is an area of particular challenge for SPMC, due to the size and age of its portfolio of buildings, however significant developments, such as the approval to proceed with work at the Regina Provincial Correctional Centre as well as approval to replace the Provincial Laboratory Building, greatly impact on our ability to succeed at meeting this objective.

Key results

Implement a Capital Asset Infrastructure Management System (CAIMS) to identify capital funding needs, priorities and impacts of funding scenarios.
[2004-05 planned result]

Capital Asset Infrastructure Management System

SPMC acquired this software system in 2003-04. The system will enable SPMC to create business plans for the buildings it owns and to track building information, identify facility condition and support short and long-term capital spending decisions with a high degree of accuracy. It provides the department with an industry standard to gauge its performance in maintaining facilities.

In 2004-05, SPMC transferred all baseline data for its buildings onto the new system and proceeded to use that information to prioritize buildings that require maintenance and repairs, and to project the costs that would be incurred. This year, SPMC conducted on-site inspections of its core facilities, and itemized and validated maintenance priorities for these buildings. *(see page 16 – core facilities)*

Update SPMC's capital plan for spending in core facilities based on SPMC's criteria for weighting and ranking capital maintenance and asset renewal projects. [2004-05 planned result].

Capital Plan

SPMC's capital and major maintenance spending in 45 core facilities for 2004-05 was \$16.9 million. Total capital and major maintenance spending was \$32 million. The capital plan for 2005-06 and 2006-07 was developed and approved as part of the budget review process.

Refine SPMC's capital prioritization methodology to help make better investment decisions for government facilities. [2004-05 planned result]

Prioritization factors have been drafted and incorporated into the capital proposals database. These are:

- Net improvement on the facility condition index
- Code compliance
- Potential savings/cost avoidance
- Client satisfaction
- Project timing
- Utilization
- Community

- Functionality
- Source of funding

Additional work on the factors will be undertaken in 2005-06.

Upgrade government buildings to address accessibility and code compliance.
[2004-05 planned result]

SPMC completed accessibility improvement projects at McIntosh Mall in Prince Albert, the Revenue Building in Regina, and the Queen's Bench Court House and the W.G. Davies Building which are both located in Moose Jaw. The total cost for accessibility improvements was \$1.4 million.

The Province is renovating Government House — a major addition will be finished, opened and celebrated during the Centennial year.
[2004-05 Performance Plan Summary]

SPMC completed construction of a major addition to the historic Government House in December 2004. The project was undertaken in partnership with the federal government and was partially funded through donations from the private sector.

Complete the Wascana Lake deepening project to upgrade the lake for future use and enjoyment. The excavation work will be completed March 31, 2004 and the finishing work will be carried out in 2004-05. [2004-05 Performance Plan Summary]

SPMC completed the excavation work deepening Wascana Lake on March 21, 2004. The finishing work to the public enhancements in Wascana Centre, including landscaping, railings and pathways is scheduled to be complete in June 2005.

Reduce energy usage in high priority provincial government buildings by 20 per cent. [2004-05 Performance Plan Summary].

Energy upgrades

Upgrades in lighting and heating/cooling systems in 10 Regina buildings were completed, with an expected average energy use reduction of 17 per cent and total annual savings of \$270,000.

- SIAST Wascana Campus
- Royal Saskatchewan Museum
- Museum Annex
- 1840 Lorne Street
- Victoria Avenue Court House
- Highways Lab
- Government House
- Provincial Vet Lab
- Geological Core Lab
- 515 Henderson Drive

SPMC's target is a 20 per cent reduction for the entire energy portfolio. One group of buildings may exceed the target while another group may not achieve the target. SPMC forecasted a 17 per cent reduction in the 10 Regina buildings and following the completion of its first post project energy performance verification process, has achieved a 21 per cent reduction.

SPMC completed energy audits for five additional buildings:

- Provincial Court – Regina
- 500 McLeod Street – Regina
- Broadcast Place – Yorkton
- SIAST Woodlands Academic Centre – Prince Albert
- Saskatchewan Research Council Facility – Saskatoon

The audits project a 25 per cent reduction in energy for these buildings. Work will begin in 2005-06.

Purchase wind-generated electricity from SaskPower for 15 per cent of government electricity requirements. [2004-05 Performance Plan Summary]

Green energy

SPMC pays a premium cost of \$400,000 annually to purchase 18.8 million kilowatt hours of wind generated electricity or about 22 per cent of the electricity consumed by provincial government

buildings. SPMC has been able to exceed its original goal as a result of a reduction in the cost of green energy.

Implement the new provincial energy performance standard for all new government building projects. [2004-05 Performance Plan Summary]

SPMC has adopted a minimum energy performance of 25 per cent better than that required under the Canadian National Energy Code for Buildings. The performance standard applies to all new buildings and major renovations and additions. This includes the rehabilitation of buildings at 2350 Albert Street, 3211 Albert Street, 3085 Albert Street and 1871 Smith Street in Regina. The new Provincial Health Laboratory and the Regina Provincial Correctional Centre replacement project will also meet SPMC's new standard.

Measurable results

1. Performance Measure

Average age of vehicles

2004-05 result

5.5 years (March 2004)

2. Performance Measure

Average mileage on vehicles

2004-05 result

107,735 (March 31, 2004)

SPMC provides a central fleet of vehicles for government departments and other public agencies to meet their program needs. Each year, it acquires additional vehicles and disposes of surplus vehicles in response to those needs. The average age of vehicles is an indication of the overall condition and sustainability of the fleet.

The department has a moderate influence over the both of the preceding performance measures. SPMC determines the amount of funding available to purchase or lease vehicles on behalf of government. It surveys clients annually to ascertain

the number and type of vehicles required. It also sets guidelines for the replacement of vehicles; however, the decision to retain or replace a vehicle rests with the department.

Goal III – Partnerships That Benefit Government and Communities

Objective 1 – Facilitate Economic Opportunities

Although SPMC's primary responsibilities relate to the delivery of accommodations and support services that support the work of other government departments and agencies, we recognize that we do this in conjunction with other organizations and that our work has, on occasion, the potential to have a greater impact. For example, SPMC's government procurement activities can help to optimize the economic benefits within our province by making it easier for local suppliers to provide goods and services to government. To that end, the corporation developed new legislation and regulations to update The Purchasing Act and to improve tendering opportunities for Saskatchewan suppliers.

SPMC also began collaborating with the Games Host Society to support the 2005 Jeux du Canada Summer Games which will be held in Regina in August 2005. SPMC committed to fulfill several construction requirements, as well as to meet specific needs for goods and services. In addition, SPMC has committed \$470,000 toward games site preparation work in Wascana Park. These funds, along with financial support from the federal and municipal governments, will provide hillside seating on Pine Island for the rowing events, completion of the pathway system onto Pine Island and tree planting on the Albert Street promenade. SPMC will also be supplying vehicles from its Central Vehicle Agency and office supplies from its Distribution Centre.

Another example of how SPMC's activities can help to facilitate economic opportunities is the recent purchase of a portion of the former Bay Building in downtown Regina. The purchase of this space is less expensive than renovating SPMC's current head office building; however, beyond that the relocation will serve to repopulate a once vibrant corner of downtown Regina and lend support to efforts to strengthen the city's downtown.

In the 2003-04 annual report, SPMC identified its role in the design and piloting of an electronic transaction hub that would connect government buyers with supplier organizations through an Internet connection. While the pilot was considered a success, SPMC needed to consider whether it had the resources to pursue a province-wide implementation. The corporation is providing technical and policy assistance to a consortium of private investors that are interested in bringing their concept to fruition.

SPMC is confident that its objectives in this area are being met.

Key results

Implement further elements of the action plan on procurement to make it easier and less expensive for suppliers to sell to government, including revisions to legislation and regulations, to optimize economic activity. [2004-05 planned result]

The Purchasing Act

SPMC introduced legislation that provides a preference for environmentally friendly products, or to Saskatchewan suppliers on tenders which fall below the trade agreement thresholds. It strengthens the mandate that allows government to work with public institutions such as health districts, school boards, and municipalities on joint purchasing activities. As well, it references the option for disposing of surplus goods to include donating items that are no longer required by government (see page ? Community Donations Program) The Purchasing Act received assent in June, 2004. The Act and regulations were proclaimed June 1, 2005.

Pursue the implementation of a supply chain transaction hub to support e-commerce development in Saskatchewan by increasing the usage of the Internet for government purchases and to provide opportunities for productivity improvements for both government and suppliers.
[2004-05 planned result]

Web-based transaction system

In 2003-04 SPMC developed and successfully piloted the concept for a purchasing system on the internet with a central transaction hub that would link buyers and suppliers and facilitate efficient purchasing. A group of private sector investors is interested in implementing the system and is preparing to submit a proposal to government. The pending proposal would ask government to use the transaction hub where appropriate, and would not require any government investment dollars. SPMC had not received a proposal as of March 31, 2005.

Enhance the opportunities for First Nations businesses to be suppliers for government purchases by increasing awareness of the procurement processes used by the provincial government. [2004-05 planned result]

Communication

SPMC advertised the electronic listing of government tender opportunities online at www.SaskTenders.ca in the Aboriginal Business and Community Directory, Prairie edition. The Purchasing Branch also met with Crown Investment Corporation and Federal Government officials to plan a joint presentation for First Nations groups. The proposed presentation required further organization and a decision was made not to proceed in 2004-05. However, SPMC has independently met with First Nations organizations in Saskatoon and Prince Albert to discuss government procurement opportunities.

Negotiate and enter into partnership agreements that support Saskatchewan's economic development.
[2004-05 planned result]

Purchasing Saskatchewan

Annually, SPMC's Purchasing Branch awards approximately \$100 million in purchasing activity. Approximately 80 per cent of this activity is awarded to Saskatchewan-based suppliers or resellers.

Each year the Province supports municipalities through: Grants-in-lieu of taxes for provincial government properties owned by SPMC.
[2004-05 Performance Plan Summary]

SPMC continued to administer payment to municipalities of a grant-in-lieu of property taxes for all SPMC owned properties (with the exception of those providing health services or schooling). SPMC authorized grant-in-lieu payments by Government Relations totaling approximately \$11 million in 2004-05.

Measurable results

Performance measure

Goods and information technology services sourced in Saskatchewan through SPMC's Purchasing Branch

2004-05 result

79.9 per cent (Average of 01-02, 02-03, 03-04)

SPMC is the government's procurement agent and is responsible for obtaining goods and information technology services on behalf of government departments using a fair, open and competitive process. Procurement can be an effective tool in furthering provincial economic activity.

The department has a moderate level of influence over the following performance measure. It establishes the procurement process to obtain the best value for government and it can also encourage client departments to support Saskatchewan suppliers.

SPMC can assist suppliers by educating them about government procurement processes and by making it easier and less expensive for suppliers to

obtain information about procurement opportunities. The department has no influence over the competitiveness of Saskatchewan suppliers.

Objective 2 – Constructive Relationships with Industry

SPMC works closely with the construction industry to build government facilities, and with the supplier community to provide the goods and services needed by government. Maintaining a positive working relationship with these groups enables the department to fulfill its mandate of providing the best value for clients.

As part of the Province's initiative to pursue the development of a green and prosperous economy, SPMC purchased 11 fuel-efficient hybrid trucks which run on a combination of gasoline and electricity. In June 2004, Saskatchewan became only the second province in the country to add hybrid vehicles to its fleet. The trucks have a dual electric powertrain, advanced energy storage module, and regenerative brakes. The system creates fuel savings of 10 to 12 per cent annually without reducing the vehicle's capability. SPMC clients including SaskTel, SaskPower, the Department of Highways and Transportation and the Department of Industry and Resources will use the vehicles for three years.

SPMC continues to act as the government sector co-chair for the Saskatchewan Construction Panel, a group of about 100 members from government agencies and various sectors of industry that meet twice a year to discuss industry issues and solutions. SPMC is part of a 10-member core group that meets monthly to advance key issues and provide status reports on industry activities to the panel.

The department held its second Purchasers' Showcase event attracting hundreds of attendees from government purchasing and supplier sectors. As well this year, SPMC introduced a new Purchasing Act in the legislature with a preference policy for Saskatchewan suppliers.

Key results

Enhance the Saskatchewan Construction Panel as a forum for discussing issues of mutual interest. [2004-05 planned result]

Saskatchewan Construction Panel

The Saskatchewan Construction Panel Spring symposium was held in April 2004 and attended by 44 representatives of industry and government. The focus of the symposium was on educational and training programs for construction trades and industry professionals. The fall symposium in November 2004 was attended by 41 representatives. The topic for discussion was innovative technologies in energy conservation.

Organize and host a forum to bring suppliers and government agencies together in order to enhance local purchasing. This forum allows buyers to explain their procurement needs and opportunities to Saskatchewan suppliers interested in selling their products and services to the public sector. [2004-05 planned result]

Purchasers' Showcase

On February 16, 2005, SPMC hosted its second annual Purchasers' Showcase, a forum to bring suppliers and government agencies together in order to enhance local purchasing. This forum allows buyers to explain their procurement needs and opportunities to Saskatchewan suppliers who are interested in selling their products and services to the public sector.

This year, the SPMC Purchasers Showcase was held in Regina and attracted more than 600 people and representatives from 25 public sector agencies. This day-long event featured two seminars, and a tradeshow area with government information booths, as well as a guest speaker from Flying Dust First Nation. The next Purchasers' Showcase is planned for early 2007 in Saskatoon.

Review government tendering guidelines for goods to enhance opportunities for local suppliers to secure tenders. [2004-05 planned result]

The Purchasing Act

SPMC introduced a new Purchasing Act which was passed in the 2004 Spring session. The Act includes a provision to allow a preference to be given to environmentally friendly products, or to Saskatchewan suppliers on tenders that fall below the Agreement on Internal Trade thresholds (\$25,000 for goods). The new legislation is another way to make it easier for suppliers to do business with government and to optimize the economic benefits of government purchasing.

Effective May 1, 2005 SPMC Purchasing implemented the Saskatchewan preference policy for goods and services under the Agreement on Internal Trade thresholds (\$25,000 and \$100,000 respectively).

Expand product stewardship recycling initiatives in two areas: paint and home electronics (computers, stereos, televisions, etc.). [2004-05 Performance Plan Summary]

SPMC has the option to recycle computers with eWaste Canada.ca if they are not recycled within provincial government departments or donated to community-based organizations through our new Community Donations Program. (www.communitydonations.ca)

Measurable results

Supplier Satisfaction Survey

In December 2004, SPMC conducted its first Supplier Satisfaction Survey through its Purchasing Branch. The department received a very positive overall 92.6 per cent satisfaction rating from 485 Saskatchewan suppliers (14.8 per cent response rate) who rated their level of satisfaction on the use of the SaskTenders Website, SPMC's purchasing and tendering process, and client service.

In the client service category, SPMC received a satisfaction rating of 95 per cent with comments from suppliers referencing the knowledgeable, friendly and professional service they receive from SPMC.

This survey has provided SPMC with a benchmark result it can use to measure future achievement in the area of supplier relationships and service satisfaction. Our target for the next survey, planned for late 2006, is to maintain a 90 to 95 per cent satisfaction rating among suppliers. This survey also indicated there is a significant number of suppliers in the marketplace that have not conducted business with SPMC and therefore continued communication to raise awareness of government purchasing services to suppliers is recommended.

For more information

Additional information is available from the following sources:

For general information about SPMC,
SPMC's website is <http://www.spm.gov.sk.ca>

For more information on SPMC's program
and services: Nadine Sisk, Director of
Communications, 1840 Lorne Street, Regina,
Sask., S4P 2L7.

Appendix A

Financial Results

Saskatchewan Property Management Corporation

March 31, 2005

Auditors' Report

To the Members of the Legislative Assembly, Province of Saskatchewan

We have audited the statement of financial position of Saskatchewan Property Management Corporation as at March 31, 2005, and the statements of revenue, expenses and net assets and cash flows for the year then ended. These financial statements are the responsibility of the corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the corporation as at March 31, 2005, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Regina, Saskatchewan
May 6, 2005

Delatle + Gamba LLP
Chartered Accountants

Statement of Financial Position

As at March 31

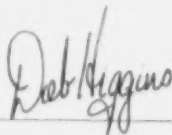
(Thousands of dollars)

	2005			2004
	Operating	Capital	Total	Total
				(Restated)
				(Note 15)
Assets				
Real estate properties (note 3)	36,151	293,779	329,930	339,559
Equipment (note 4)	—	45,602	45,602	37,853
Other assets (note 5)	7,987	—	7,987	7,972
Deferred charges (note 12)	9,310	—	9,310	10,049
Accounts receivable	9,527	1,624	11,151	25,858
Cash and marketable securities	10,557	—	10,557	20,539
	<u>73,532</u>	<u>341,005</u>	<u>414,537</u>	<u>441,830</u>
Liabilities and net assets				
Bank overdraft	—	—	—	2,560
Capital lease obligations (note 6)	49,525	—	49,525	55,592
Accounts payable	13,827	1,137	14,964	24,743
Deferred revenue	3,326	—	3,326	4,116
Deferred capital contributions (note 7)	—	254,345	254,345	257,282
Long term liabilities (note 12)	2,725	—	2,725	14,173
Long term debt	—	—	—	4,083
	<u>69,403</u>	<u>255,482</u>	<u>324,885</u>	<u>362,549</u>
Net assets	<u>4,129</u>	<u>85,523</u>	<u>89,652</u>	<u>79,281</u>
	<u>73,532</u>	<u>341,005</u>	<u>414,537</u>	<u>441,830</u>

Commitments and contingencies (notes 6, and 10)

(See accompanying notes)

On behalf of SPM:



Statement of Revenue, Expenses and Net Assets

For the year ended March 31

(Thousands of dollars)

	2005			2004	
	Operating	Capital	Total	Budget (unaudited)	(Restated) (Note 15)
Revenue (notes 7 and 13)					
Accommodation	118,516	15,674	134,190	131,915	141,686
Vehicles	32,120	—	32,120	32,985	32,048
Grants	17,269	—	17,269	16,808	17,326
Other services	37,833	1,807	39,640	37,145	38,171
	<u>205,738</u>	<u>17,481</u>	<u>223,219</u>	<u>218,853</u>	<u>229,231</u>
Expenses					
Lease	28,468	—	28,468	31,794	33,272
Property management (note 8)	82,001	—	82,001	86,239	92,190
Interest - capital lease	4,577	—	4,577	4,577	5,036
Amortization of property and equipment	3,382	20,759	24,141	21,946	23,053
General operations (note 8)	71,340	—	71,340	72,673	73,755
	<u>189,768</u>	<u>20,759</u>	<u>210,527</u>	<u>217,229</u>	<u>227,306</u>
Excess of revenue (expenses)					
before:	15,970	(3,278)	12,692	1,624	1,925
Loss on assets	(411)	(1,910)	(2,321)	—	(1,787)
Excess of revenue (expenses)	<u>15,559</u>	<u>(5,188)</u>	<u>10,371</u>	<u>1,624</u>	<u>138</u>
Net assets, beginning of year	1,505	77,776	79,281		78,831
Direct increase in net assets (note 13)	—	—	—		312
Transfer between funds	(12,935)	12,935	—		—
Net assets, end of year	<u>4,129</u>	<u>85,523</u>	<u>89,652</u>		<u>79,281</u>

(See accompanying notes)

Statement of Cash Flows

For the year ended March 31

(Thousands of dollars)

	2005	2004 (Restated) (Note 15)
Operating activities		
Excess of revenue	10,371	138
Non-cash items affecting operations		
Amortization of property and equipment	24,141	23,053
Amortization of deferred capital contributions	(17,481)	(16,155)
Loss on assets	2,321	1,787
Other	(193)	(352)
Changes in non-cash working capital		
Accounts receivable	15,206	3,380
Other assets	(15)	462
Accounts payable	(9,779)	1,985
Deferred revenue	(790)	450
	<u>23,781</u>	<u>14,748</u>
Investing activities		
Purchases of real estate properties	(10,934)	(9,516)
Purchases of equipment	(15,059)	(7,111)
Proceeds from sale of real estate properties	463	524
Proceeds from sale of equipment	1,611	1,589
Investment in energy performance contracts in deferred charges	(133)	(1,144)
	<u>(24,052)</u>	<u>(15,658)</u>
Financing activities		
Proceeds of deferred capital contributions	14,544	10,010
Proceeds from long term liabilities	—	400
Repayment of capital lease obligations	(6,020)	(5,583)
Repayment of long term liabilities	(13,418)	—
Repayment of long term debt	(4,032)	(730)
GRF funding for land purchase	—	312
Tenant inducement received	1,775	—
	<u>(7,151)</u>	<u>4,409</u>
(Decrease) increase in cash and marketable securities	<u>(7,422)</u>	<u>3,499</u>
Cash and marketable securities, beginning of year	<u>17,979</u>	<u>14,480</u>
Cash and marketable securities, end of year	<u>10,557</u>	<u>17,979</u>
Cash	10,557	(2,560)
Marketable securities	—	20,539
	<u>10,557</u>	<u>17,979</u>

(See accompanying notes)

Notes to the Financial Statements

March 31, 2005

(Thousands of dollars)

1. Status of the corporation

The Saskatchewan Property Management Corporation ("SPMC" or "the corporation") was established under *The Crown Corporations Act, 1978*, by Order-in-Council #357-86 of 1986, and continues under *The Saskatchewan Property Management Corporation Act*. By virtue of *The Crown Corporations Act, 1993*, SPMC has been designated as a provincial Treasury Board Crown corporation. Accordingly, the financial results of the corporation are included in the summary financial statements of the Province of Saskatchewan. As a provincial Crown corporation, SPMC is not subject to federal income tax, provincial income tax, federal large corporations tax or goods and services tax.

The corporation was established to provide a full range of accommodation, commercial and custodial services to government departments, agencies and Crown corporations. In February of 2004 the Public Works and Services Act was introduced, along with a companion Act, The Saskatchewan Property Management Corporation Repeal Act, which transformed Saskatchewan Property Management Corporation (SPMC) from its Treasury Board Crown structure to that of a department of Executive Government effective April 1, 2005.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

a) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

b) Fund accounting

The corporation's financial position and operating activities have been divided into the following major groupings:

i) Operating fund

The Operating fund includes net assets and income generated from the operations of the corporation. The Operating fund includes the capital assets under capital lease. Revenue includes charges for accommodation and commercial services and grants received from the Government of Saskatchewan - General Revenue Fund for custodial services. Expenses relate to the delivery of these services.

ii) Capital fund

The Capital fund includes the capital assets to which the corporation has legal title. Revenue consists of the annual amortized portion of contributions received from the Government of Saskatchewan - General Revenue Fund for the construction, purchase or development of capital assets (Note 2(c)(i)).

Contributed land is recorded at fair value at the date of contribution as a direct increase in net assets.

2. Significant accounting policies (continued)

c) Revenue recognition

i) Capital fund

Contributions received or receivable from the Government of Saskatchewan - General Revenue Fund (GRF) for the construction, purchase or development of depreciable capital assets, including assets transferred from the GRF, are deferred and amortized to revenue on the same basis as the related capital asset is amortized. Contributions received from the GRF for the purchase or development of non-depreciable capital assets such as land, including non-depreciable capital assets transferred from the GRF, are recognized as direct increases in the net asset balance in the year of acquisition.

Other amounts received or receivable from other sources during construction or development reduce the cost of the related asset.

ii) Operating Fund

Accommodation revenue is recognized as services are provided in accordance with the terms of the leases with tenants, utilizing a straight-line basis where tenant inducements exist. SPMC retains all the benefits and risks of ownership of its real estate properties and therefore accounts for leases with tenants as operating leases. Accommodation revenue includes rent, parking, operating charges and other sundry revenue.

Vehicle and other services revenue is recognized upon the supplying of services. Any funds received which are to provide future services are deferred and recognized when corresponding expenses are incurred.

Approved operating grants received from the GRF are recognized in the period to which they relate.

d) Property and equipment

i) Real estate properties

Properties contributed by the GRF are recorded, at the date of transfer, at the appraised value determined by techniques generally accepted in the appraisal industry. Properties purchased or constructed by the corporation are stated at cost.

Properties acquired under capital lease arrangements are stated at the lesser of the present value of the minimum lease payments and the fair market value of the leased property.

The corporation capitalizes all direct costs relating to projects under construction including general, administrative and interest expenses. Demolition costs are expensed as incurred.

Amortization on properties is recorded on a straight-line basis over their estimated useful lives. The estimated useful lives of buildings are between one and 55 years. The average estimated useful life is approximately 20 years.

ii) Equipment

Equipment purchased by the corporation is stated at cost.

Amortization on equipment is recorded on a straight-line basis over the estimated useful life of the asset. The estimated useful lives range from three to 20 years.

Property and equipment that can no longer be used by the corporation for their intended purpose are written down to net realizable value.

e) Inventories of parts and supplies

Inventories of parts and supplies are stated at the lower of cost as determined on a first in, first out basis and replacement cost.

f) Cash and marketable securities

The corporation's marketable securities are considered to be cash equivalents and are recorded at cost, which approximates market value.

g) Deferred charges

Deferred charges are amortized on a straight-line basis over the term of the expected benefit.

h) Deferred revenue

Deferred revenue represents funds received in advance of delivery of services.

3. Real estate properties

	2005		2004
	Land	Buildings	Total
			(Restated)
			(Note 15)
Operating fund			
In operation - under capital lease	—	87,038	87,038
Accumulated amortization	—	(50,887)	(47,505)
	<u>—</u>	<u>36,151</u>	<u>39,533</u>
Capital fund			
In operation	43,942	453,599	497,541
Under construction	—	4,594	4,594
Held for disposal	1,030	277	1,307
	<u>44,972</u>	<u>458,470</u>	<u>496,883</u>
Accumulated amortization	—	(209,663)	(196,857)
	<u>44,972</u>	<u>248,807</u>	<u>300,026</u>
	<u>44,972</u>	<u>284,958</u>	<u>329,930</u>

During 2005, there was a reduction in the carrying value of real estate properties in the amount of 1,806 (2004 – nil) to reflect the reduced value of assets that can no longer be used by the corporation for their intended purpose.

Interest expense of nil (2004 – 43) was capitalized during the year.

4. Equipment

	2005		2004	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Capital fund				
Vehicles	59,047	(31,311)	27,736	20,979
Aircraft	19,058	(5,693)	13,365	14,507
Furniture	2,077	(405)	1,672	101
Other	4,158	(1,329)	2,829	2,266
	<u>84,340</u>	<u>(38,738)</u>	<u>45,602</u>	<u>37,853</u>

5. Other assets

	2005	2004
Inventories of parts and supplies	3,459	4,096
Prepaid expenses	4,528	3,876
	<u>7,987</u>	<u>7,972</u>

6. Capital and operating lease obligations

Future minimum lease payments under capital leases for buildings and operating leases for buildings and vehicles are:

Fiscal year	Capital leases	Operating leases
2005-06	14,407	32,995
2006-07	13,006	31,304
2007-08	13,004	24,923
2008-09	12,832	15,323
2009-10	12,002	9,919
Subsequently	30,200	52,036
	<u>95,451</u>	<u>166,500</u>
Less:		
Interest implicit in leases at an average rate of 8.78%	18,326	
Executory costs	27,600	
	<u>45,926</u>	
	<u>49,525</u>	

Capital leases expire at various dates up to January 31, 2024.

7. Deferred capital contributions

	<u>2005</u>	<u>2004</u> (Restated) (Note 15)
Balance, beginning of year	257,282	263,427
Contributions received or receivable from the GRF	14,544	10,010
Contributions amortized to revenue	(17,481)	(16,155)
Balance, end of year	<u>254,345</u>	<u>257,282</u>

8. Expenses by object

Property management and general operations expenses on the Statement of Revenue, Expenses and Net Assets are reported by object as follows:

	<u>2005</u>	<u>2004</u> (Restated) (Note 15)
Salaries and benefits	38,683	42,031
Goods and services for resale	43,103	42,098
Utilities	14,580	15,619
Property maintenance	8,313	8,930
Other property management	31,763	40,466
Other general operations	<u>16,899</u>	<u>16,801</u>
Total property management and general operations expenses	<u>153,341</u>	<u>165,945</u>

9. Comparison of budget and actual results

The Board of Directors approves the corporation's budget. The budget disclosed in the financial statements is restated to the accrual basis for comparative purposes.

Treasury Board and the Legislative Assembly approve the level of grant funding provided to the corporation.

10. Commitments and contingencies

At March 31, 2005 the corporation has construction and capital purchase commitments of 35,604 (2004 – 18,308).

In the normal course of business, SPMC becomes involved in various claims and legal proceedings. The final outcome of claims and legal proceedings pending at March 31, 2005 cannot be predicted with certainty. The corporation has provided for these claims in accordance with the advice received from legal counsel. The differences that may arise, between the amounts included in the corporation's accounting records and future settlements, are not expected to have a significant impact on the corporation's financial position or operating results.

11. Pension

Substantially all employees of the corporation are participants in either defined contribution or defined benefit pension plans.

Employees hired after October 1, 1977, make contributions to the Public Employees Pension Plan, a defined-contribution plan. Funding requirements are established by *The Superannuation (Supplementary Provisions) Act* and employee contributions are matched by the corporation.

The defined contribution pension plan expense for the year was 2,136 (2004 – 1,846)

Employees hired prior to October 1, 1977, who did not elect to transfer to the Public Employees Pension Plan by October 1, 1978, make contributions to the Public Service Superannuation Plan, a defined-benefit plan. The plan provides for pensions at retirement which are based on employees' years of service and their highest five years' earnings. The corporation does not make contributions to this plan. Pension obligations for this plan are the responsibility of the GRF.

12. Energy performance contracts

Deferred charges of 9,310 (2004 – 10,049) are shown net of accrued amortization of 3,746 (2004 – 2,978).

The deferred charges relate to costs incurred under energy performance contracts. These contracts have been entered into by SPMC with a Saskatchewan Crown corporation (the Crown Corporation) for the purpose of reducing future operating costs.

During 2005 SPMC repaid all loans associated with these contracts. Prior to repaying the loans, interest was incurred, a portion of which was capitalized. The amount of interest capitalized in the current year was 87 (2004 – 204).

These energy performance contracts include guarantees by the Crown Corporation to SPMC as to the level of future operating costs reductions.

13. Related party transactions

The corporation receives substantially all of its revenues from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions. These revenues are determined primarily on the basis of recovery of costs incurred by the corporation. Fifty one percent of the corporation's year end accounts receivable balances were due from these organizations.

The corporation's financial statements include expenses such as rents, vehicle licenses, electrical and natural gas, telecommunication and data line (network) purchases, and employee benefit costs that result from routine operating transactions conducted at agreed upon rates with various related Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

The account balances resulting from transactions with related parties are included in the statement of financial position and are settled in normal trade terms. These transactions and amounts outstanding at year-end are as follows:

	<u>2005</u>	<u>2004</u>
Statement of Financial Position		
Other assets	1,761	1,885
Capital lease obligations	6,272	6,848
Accounts payable	2,035	2,578
Deferred revenue	3,192	3,923
 Statement of Revenue, Expenses and Net Assets		
Lease	1,500	1,578
Property management	14,872	15,859
Interest - capital lease	1,001	1,084
General operations	19,238	17,832
Real estate properties	904	—

In the prior year there was a direct increase in net assets of 312 resulting from funding provided by the GRF for the purpose of purchasing land.

Other amounts payable to related parties and the terms of settlement are disclosed separately in these financial statements.

14. Financial instruments

In the normal course of business, the corporation is exposed to financial risks that can affect its operating performance. The corporation does not have foreign exchange risk as it only holds Canadian dollar denominated assets and liabilities.

a) Interest rate risk

The corporation's exposure to interest rate risk relates to interest on its long term debt and on its lease portfolio. The corporation is also affected by short term interest rate changes on its investment portfolio.

b) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. SPMC is not exposed to significant credit risk. The majority of the corporation's accounts receivable are owing from Saskatchewan Crown-controlled departments, agencies, corporations and public institutions.

c) Fair value

The fair value of the corporation's capital lease obligations is determined using year-end market rates. The carrying value of long term liabilities approximate fair value as the interest rates are consistent with market rates at year end. The carrying value of all other financial instruments including cash and marketable securities, accounts receivable and accounts payable approximates fair value as a result of the short period to maturity.

	2005		2004	
	Carrying Value	Fair Value	Carrying Value	Fair Value
Capital lease obligations	49,525	58,643	55,592	66,973
Sinking fund equity	—	—	1,409	1,425
Long term debt Province of Saskatchewan	—	—	5,500	6,015

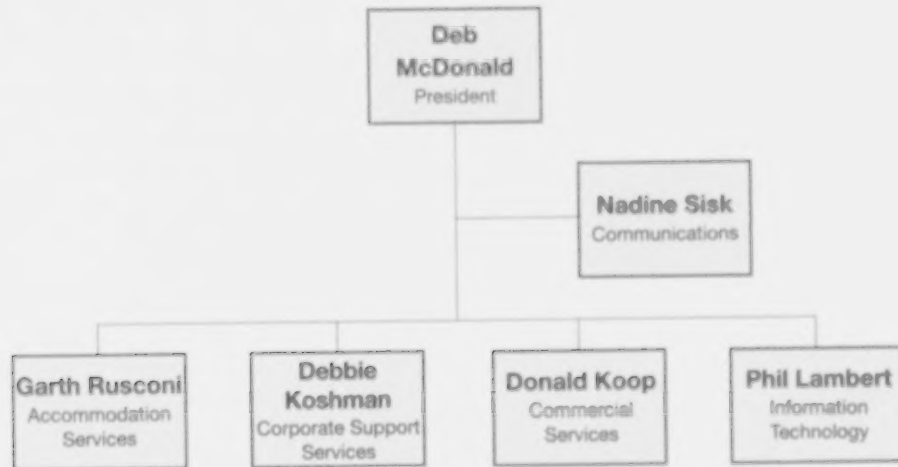
15. Restatement of prior year results

The financial statements for the year ending March 31, 2004, contained an error related to expenditures which were capitalized instead of expensed. Certain building project expenditures in the amount of \$3,574 were recorded as construction work in progress at March 31, 2004. It was subsequently determined that these expenditures were not capital in nature and should have been recorded as an expense. The prior period error has been corrected and the comparative figures that relate to the period ending March 31, 2004, have been restated.

In the Statement of Revenue, Expenses and Net Assets, the 2004 figures for grants (revenue) and property management (expense), have each been increased by \$3,574 to \$17,326 and \$92,190 respectively. The excess of revenue for 2004 remains unchanged at \$138. The 2004 figures in the Statement of Financial Position have also been restated. Real estate properties (asset) and deferred capital contributions (liability) have each been decreased by \$3,574 to \$339,559 and \$257,282 respectively. Net assets for 2004 remain unchanged at \$79,281.

Appendix B

Organizational Chart 2004 - 2005





Government of
Saskatchewan

Annual Report Supplementary Information 2004 - 2005

Saskatchewan
Property
Management
Corporation

Schedule of Payments

Unaudited listing of payees that received \$50,000 or more for 2004-2005 (excluding grants and personal services)

Payees	Amount		Amount
Access Communications	244,740	Conley Holdings Ltd	441,717
Acme Welding Shop Ltd	51,198	Corporate Express	53,488
Action Office Interiors	271,945	Creative Door Services Ltd	103,761
AODBT Architects Olfert Dressel Burnyeat		Crestline Coach Ltd	91,305
Tracey Ltd	224,484	Crestview Chrysler Dodge Jeep	130,140
Arcee Construction Ltd	128,637	Crestview Roofing Ltd	188,702
Ardvark Investments Inc	764,957	Crosby Hanna & Associates	259,498
ASL Paving Ltd	261,239	Cumberland Regional College	52,070
Austrocan Investments Inc	1,248,095	D2 Construction Ltd	51,405
Avanti Office Products	138,126	Daimler Chrysler Canada Inc	3,440,781
B.R. Gaffney & Associates Ltd	52,915	Danrich Environmental Control Systems Ltd.	113,823
Bank of Canada	110,960	de Lint + Edwards Architects a partnership	400,729
Banker's Dispatch Company Ltd	136,764	Deloitte & Touche LLP	72,225
Battlefords & District Co-op Ltd	94,111	Derrick Plaza Investors	129,097
Beauchesne & Company	62,865	Domco Construction Inc	612,690
Bell Green Tree Movers Ltd	95,288	Dominion Construction Company Inc.	5,714,841
Ben Kelley Architect Inc	186,816	E.T. Flooring Canada	107,698
Betchar Holdings Ltd	338,442	Eagle Creek Motor Products Ltd	74,024
Blue Water Enterprises	60,932	Eckl Developments Ltd & Morgan	
Broadcast Place Properties Inc	279,405	Developments Ltd	240,544
Brownlee Beaton Kreke (Regina) Ltd	176,954	EDS Canada Inc	626,306
Bunzl	167,149	Edwards Edwards McEwen Architects	79,203
Business Furnishings (Sask.) Ltd.	68,542	EMS Technologies Canada Ltd	163,417
Business Stationers	81,391	Erwin's Moving & Delivery Ltd	68,559
C & E Mechanical Inc	52,465	Fas Gas Oil Ltd	608,805
C & S Builders Ltd	813,466	Fasttrack Management Group Ltd	1,262,796
Cajon Leasing	4,223,165	FB Properties Ltd	1,011,461
Canada Post Corporation	3,061,458	Federated Co-operatives Limited	2,041,672
Canadian Corps of Commissioners	919,406	First General Services (Saskatchewan)	87,702
Cardinal Construction Co Ltd	72,203	Ford Motor Company of Canada Limited	2,835,412
Carlyle, Town of	50,647	Fortress Properties Inc	76,825
Carmont Construction Ltd	959,731	Fountain Tire	107,779
CCD Western Limited	52,917	FP Teleset	54,250
CCR Construction Ltd	2,940,052	Friggstad Downing Henry Architects	96,509
Central Park Place	107,736	Gabriel Construction	605,432
Century Roofing & Sheet Metal Ltd.	209,914	General Body & Equipment Ltd	50,424
Cern Properties	87,793	General Motors of Canada Ltd	4,651,089
Chateau Tower	1,303,587	Gene's Ltd	83,177
Chip Reit #19 Operations Limited Partnership ...	363,027	Glacier Glass Service Ltd	69,232
Circa Office Interiors Ltd	203,465	Glass Manor	1,773,116
Clearwater Ventures	61,144	GMAC Commercial Mortgage of Canada,	
Clifton Associates Ltd	718,699	Limited	596,695
Cochrane Engineering Ltd	82,848	Goodyear Canada Inc	523,954
Colliers McClocklin Real Estate Corp	334,064	Graham Construction and Engineering Inc. ...	3,627,900
Colloyd Inc	387,739	Grand & Toy Technology	200,354
Commissionaires Saskatchewan	554,578	Gus's Automotive Service & Car Wash	56,051
		H & H Holdings	51,864
		Hanson & Taggart Commercial Cleaning	59,589
		Harry J. Jedlic Architect Ltd	155,436
		Harvard Developments Inc	1,627,091
		HDL Investments Inc and SaskPen	
		Properties Ltd.	1,211,271

Hewlett-Packard (Canada) Co	93,859	New West Enterprise Property Group	
Hirsch Holdings Inc	87,714	(Sask) Inc	2,691,418
Hooker Dawson and Associates	95,230	NexInnovations Inc	267,478
Hudson Bay School Division 52	108,186	Nichols Interiors Ltd	54,089
Humboldt Electric Ltd	100,113	Nightingale Corp	117,676
Hundseth Line Construction Corp.	134,652	Nor-Mall Developments Inc	304,383
Husky Oil Marketing Company	412,033	North Battleford, City of	130,693
IBM Canada Ltd	643,646	Northland Chrysler Inc	58,754
ICBM Services Ltd	111,595	Northway Janitorial Services Ltd	137,053
Imperial Oil	2,796,834	Olive Waller Zinkhan & Waller	59,050
Integrated Controls	60,982	OmniRIM Solutions Inc	56,769
Inter-City Mechanical (1985) Ltd.	140,309	Oracle Corporation Canada Inc	181,792
Interwest Mechanical Ltd	530,811	Osman Auction Inc	97,244
Jay's Group of Companies	88,378	Otis Canada, Inc	228,077
Jordan Asbestos Removal Ltd	97,379	Outlook, Town of	62,468
KD Mechanical Ltd	206,451	Oxford Retail Group	298,546
Kemsol Products Ltd	56,055	P3 Architecture Ltd	211,356
Ken Wilson Architect Ltd	104,542	Pacific & Western Bank of Canada	1,517,157
Kim Constructors Ltd	680,290	Pakwa Park Holdings Ltd	142,310
Komax Enterprises Inc	195,721	Park Town Service Ltd	112,680
KONE Inc	120,302	Parkway Office Holding Corp	98,398
Kowalczyzyn, Taras	90,287	Pasqua Paving Ltd Div WF Botkin	
Kress Electric Ltd	221,222	Construction Ltd	438,262
Lakeside Properties Corporation	1,187,619	Pattison MGM Architectural Services Ltd	129,408
Lancashire Distribution	81,203	PCL Maxam A Joint Venture	1,090,709
Lenrick Construction Ltd	75,047	Peak Mechanical Ltd	61,689
Leon Glassman, Elliot Glassman,		Percival Ford Lincoln Inc	52,905
Kevin Glassman and Heather Berkowitz	57,463	Perfect Choice Auto Inc	93,726
Lesmeister Holdings Inc	478,576	Petro-Canada	739,503
Lloyd Properties Limited	261,548	Pettick Phillips Partners Architects Ltd	63,518
Lloydminster & District Co-operative Ltd	61,837	Physical Planning Technologies Inc	553,875
Logan Stevens Construction (2000) Ltd	119,199	PNL Holdings Company, LLC	431,022
Lorman Developments Ltd	365,949	Postage By Phone	70,400
MacPherson Engineering Inc	51,640	Postage-On-Call	3,395,892
Mann-Northway Auto Source	94,363	Prairie Lube Ltd	70,909
Manulife Financial	489,763	Prairie Resources Inc	79,550
Marathon Holdings Ltd	473,717	Prakash Engineering Ltd	82,109
Marathon Investments Ltd Managing		Prince Albert, City of	267,640
Agent for Harvard Developments Ltd	2,468,763	Pro 'Certified' Auto Service	118,586
Marathon Mechanical (1993) Inc	246,557	Property Developments Ltd & A.K.	
Marquardt Mechanical Ltd	139,371	Holdings Ltd	185,297
Marsh Canada Limited	2,690,590	PSW Architecture & Interior Design Ltd	400,365
Maurice Soulodre Architect Ltd	64,578	Public Employees Dental Plan	350,996
Maxim Chemical International Ltd	54,483	Public Employees Disability Income Plan	123,982
McNair Business Development Inc	59,993	Public Employees Group Life Plan	267,847
McNevin Management Ltd	126,233	Public Employees Pension Plan	4,119,457
Meadow Lake Credit Union	140,416	Public Service Superannuation Plan	280,407
Microsoft Licensing	138,677	Quon Ferguson Law Office	421,720
Moned Enterprises Ltd	181,750	R & R Leasing	2,680,153
Moose Jaw Heating & Plumbing Inc	121,121	R.L. Cushing Millwork Co Ltd	336,020
Moose Jaw, City of	183,339	Racco Industrial Roofing	222,535
National Refrigeration Heating Ltd	78,348	Randy Meise & Les Burns	54,112

Ratner Realty Properties Inc	884,558	Sysco Food Services	320,606
Ray's Moving & Storage Co Ltd	136,446	T & T Realty Ltd	416,380
RB II Properties Inc	489,891	T.R. Petroleum Ltd	194,269
Receiver General	16,866,123	TGS Harvard Management Services	456,912
Regal Flooring Ltd	77,769	The Bank of Nova Scotia	14,637,637
Regina Battery Depot Ltd	70,515	The Cadillac Fairview Corporation	298,546
Regina, City of	463,340	The Truck Outfitters	50,288
Remai Investment Corporation	1,456,776	Thorpe Brothers Ltd	810,096
Remai Property Group	140,398	Three Sisters Mountain Village Ltd	64,495
Riverside Dodge Chrysler Jeep	52,343	ThyssenKrupp Elevator	65,812
RL Miller Contracting Ltd	73,141	TMC Technology Management Corporation	602,690
RNF Ventures Ltd	306,500	UMA Engineering Ltd	93,415
Ron's Plumbing & Heating (1980) Ltd	82,556	Unicon Pipeline Ltd	75,772
Rose Delta-Wholesale	198,773	Unisource Canada Inc	873,212
Round Table Management Ltd	169,924	University of Regina	56,188
Ru-Ban Contracting Ltd	62,232	Urban County	50,361
S & U Homes	716,708	Varty Floors Ltd	76,990
Sanburn Construction Ltd	120,960	Vaughan's/Queen City Moving Systems	60,486
Sask. Agriculture, Food and Rural Revitalization	135,397	VCM Contractors & Engineers Ltd	433,540
Sask. Communications Network	735,888	Vipond Inc	196,352
Sask. Finance	7,155,213	WARDROP Engineering Inc	265,593
Sask. Government Insurance	7,477,008	Wascana Centre Authority	228,968
Sask. Highways and Transportation	250,742	Waste Management	58,803
Sask. Institute of Applied Science and Technology	56,261	Wawryk Associates Ltd	147,841
Sask. Justice	79,400	Webb's Office Equipment Inc	85,773
Sask. Labour	219,781	Weber Construction Ltd	354,321
Sask. Liquor and Gaming Authority	364,326	West Central Developments Ltd	351,608
Sask. Opportunities Corporation	1,157,672	Westridge Construction Ltd	2,766,341
Sask. Water Corporation	85,549	Wolfe Group Investments Ltd	3,056,500
Sask. Workers' Compensation Board	552,851	Wolfe Management Ltd	1,210,383
Saskatchewan Government and General Employees Union	713,511	Wolseley Mechanical Group-Midwest Region	135,801
Saskatchewan, Province of	471,874,422	Wood Cogger Ltd	64,418
Saskatoon, City of	1,762,633	Yorkton, City of	165,004
Saskcon Repair Services Ltd	254,881	Zora Katic Design	72,273
SaskEnergy	7,169,257	7-Eleven Canada Inc	77,534
SaskPower	6,751,859	101049086 Saskatchewan Ltd	528,141
SaskTel CPP	12,413,996	101059687 Saskatchewan Ltd	2,147,023
Saunders Evans Architects Inc	131,532	1572880 Ontario Limited	576,845
Scotiabank	6,216,649	1855 Victoria Avenue Inc	2,159,172
Semhar Cleaning	50,644	1870 Albert Street Holdings Ltd	590,362
SGEU/SPMC Extended Health Plan	75,667	590577 Saskatchewan Ltd	270,928
Shaughnessy Technical Services	53,696	592791 Saskatchewan Ltd	53,851
Shell Canada Products	1,095,037	621824 Saskatchewan Ltd	76,412
SNC-Lavalin Profac Inc as Agent for CBC	989,731	625706 Saskatchewan Ltd	639,087
Souris Valley Extended Care Centre	91,504	628079 Saskatchewan Ltd	214,357
Speedy Glass	116,248	Payees under \$50,000	12,211,437
SPRA A Joint Venture	97,651		
Stantec Consulting Ltd	203,951		
Supreme Office Products Limited	507,025		
Swift Current, City of	177,007		
		Total	<u>700,955,453</u>

Grants in Lieu of Taxes

Unaudited listing of grants paid in lieu of property taxes
and local improvement charges of \$2,500 or more for
2004-2005

Payee	Amount
Melfort, City of	11,969
Moose Jaw, City of	14,228
Prince Albert, City of	45,524
Regina, City of	16,365
Sask. Opportunities Corporation (reimbursement for share of City of Saskatoon)	57,761
Saskatoon, City of	55,831
Payees under \$ 2,500	7,341
Total	<u>\$209,019</u>

Personal Services

Unaudited listing of individuals who received payments for salaries, wages, etc. that total \$50,000 or more for 2004-2005.

ADELMAN, DAVID L.	63,658
ALLEN, GEORGE	65,664
AMBRIDGE, ROGER	65,664
ANDERSON, HARVEY	62,712
ANSELL, FRANCOIS	80,901
ARNDT, HOWARD	75,828
ARSENAULT, MAURICE W.	86,856
ASHTON, KENNETH W.	75,828
BACHINSKI, TERRY JOHN	65,664
BALIU, KEN	59,784
BALKWILL, EDWARD G.	63,660
BALZER, LOWELL	59,328
BARBER, COLIN R.	65,664
BARSI, GERRY C.	58,260
BATA, STEVE	54,009
BATEMAN, ALLEN D.	65,664
BATEMAN, ALLEN W.	65,664
BATES, BARRY	57,762
BATES, RODNEY	61,389
BEAR, DANIEL M.	70,844
BELANGER, GARTH	70,896
BELLA, WILHELMINA LEE	50,297
BELLAMY, RAYMOND G.	52,748
BENDER, GERALD	161,410
BENS, CALVIN	63,169
BERG, ELLYN	67,522
BERNSTEIN, ALFRED G.	75,828
BLENKIN, LAVERNA JUNE	54,203
BLONDEAU, JOHN C.	55,859
BLONKE, CALVIN	81,625
BOGARD, BRENT W.	75,828
BOROWSKI, ADRIENNE	59,116
BOURGEAULT, LIONEL J.	61,072
BOYER, RONALD	67,872
BRANIFF, MERVIN D.	74,068
BREZINSKY, ROBERT	56,124
BRIERLEY, LLOYD E.	56,280
BROCK, CYRIL D.	63,024
BROWN, GORDON H.	62,613
BROWNE, GERALD	52,498
BRYANTON, DAVE S.	86,856
BUCSIS, BARRY	53,892
BUMPHREY, R. BRIAN	53,767
BUMPHREY, WILLIAM	65,664
BUZASH, GLENN E.	51,198
CALEVAL, PERRY	59,183
CAMPBELL, ALLAN	50,654
CAREY, COLLEEN	73,752

CATHCART, DEREK	74,828
CAVERS, SHELDON	51,352
CHITOLIE, BRYAN P.	60,264
CHRISTIE, DEBORAH L.	81,168
CLARKE, ROBERT G.	62,104
CLAYTON, JEFF	73,937
CLAYTON, RAY	54,175
COOMBER, ROY R.	70,776
COOMBS, KEITH D.	60,804
COULT, EUNICE A.	60,804
CRAIN, HERMAN	55,551
CULLEN, CINDY	57,816
DAY, BARRY A.	50,771
DEAN, JEFFERY D.	52,787
DEAN, WILFRED	68,498
DECK, GLENN	81,168
DESPINS, GLEN	65,664
DESPINS, WENDY P.	54,884
DIELSCHNIEDER, BARRY R.	73,309
DONOVAN, IVAN N.	59,749
DOVE, RANDY	62,208
DRADER, CATHY E.	84,924
DRAPER, ROBERT D.	67,504
DRUMMOND, NORMAN	86,856
DUGUID, LANCE	61,435
DUMONT, ROGER J.	59,040
DURLING, HARRY	70,896
DUSYK, CHARLOTTE G.	65,664
DUVAL, COLLEEN M.	51,732
EATON, STUART	71,924
ELDER, DOUGLAS	74,083
ELKE, DIANNE	56,280
ERMEL, RON	56,008
FEHR, GUY	65,664
FERGUSON, SHELLY	56,280
FERRARA, ALLAN E.	65,664
FIDDLER, KEN	52,198
FISHER, LINDA	51,871
FORGIE, LEANNE	63,288
FORSYTH, DAVID	60,106
FRANCIS, IVAN	70,896
FREDERICK, KEN	88,976
FRIESEN, BRAD	54,960
FUENTES, JUAN L.	58,091
GACKLE, DONALD	51,132
GALLAGHER, THOMAS	65,664
GARTNER, DOREEN	54,011
GENDALL, LEONARD	71,493
GILCHRIST, IAN G.	74,888
GREIER, SHELDON W.	62,093
GREWAR, LISA	50,820
GUSTAFSON, ERNIE M.	66,250

HADLAND, MYRON	51,186	LOVERIDGE, BARBARA L.	65,812
HALVORSON, CAROL	60,804	LOW, JAMES F.	62,221
HAMILTON, KENT	72,070	LOWENBERGER, HERBERT RON	59,537
HAMRE, BARRY	80,644	LUMB, PATRICK	69,060
HANDFORD, LESLIE A.	84,192	MARTIN, RON	66,785
HANSEN, ALAN	65,664	MASSOUD, IBRAHIM	65,664
HARRISON, HARVEY	59,973	MATTHEW, WILLIAM A.	54,241
HEGEL, KENNETH E.	75,828	MCADAM, SAM	57,175
HETHERINGTON, NOREEN A.	81,004	MCDONALD, DEBRA	116,116
HIPFNER, RONALD	66,672	MCGILLIS, GEORGE P.	60,599
HISLOP, DARCY J.	88,476	MCGONIGAL, WAYNE	61,896
HOENMANS, GREGORY	52,694	MEDL, EDWIN	51,922
HORSMAN, DEBBIE L.	65,757	MEIJER, NORMAN	80,618
HUBER, GLEN ERVEN	53,304	MEPHAM, SUSAN M.	61,536
HUBER, HELEN	86,856	METZ, TREVOR	53,170
HUSAK, WAYNE N.	50,392	MILLEKER, DWIGHT E.J.	81,168
IONESCU, JOAN	60,804	MINION, DALE R.	86,856
ISBISTER, ROBERT A.	86,856	MITCHELL, GLYNN PATRICK	73,795
IVEY, GERALD N.	51,033	MOFFAT, ALAN H.	108,516
JACKSON, GARRY	64,472	MORO, ERNESTO	70,980
JACOBS, LARRY	57,984	MULLEN, ALLEN D.	87,870
JAHNKE, AARON A.M.	65,796	MUSIC, HEATHER	56,280
JARVIN, MILES	55,788	MUSK, DARCY G.	65,101
JATTANSINGH, DARLA D.	50,569	MYSIOREK, MIROSLAW	64,657
JOHNSON, BEVERLY DIANE	65,664	NADLER, LAURIE	59,364
JOHNSON, BLAINE J.	68,393	NEDDOW, JOANNE	62,849
JOHNSON, WILLIAM	70,896	NELSON, DEBRA	63,925
JONES, DALE	76,702	NEPPER, PAUL R.	70,896
JONES, DENNIS C.	86,856	NICHOLSON, LESLIE	65,172
KACHUR, CAREY-SHAYNE	52,170	NORDIN, ALBERT	75,828
KENNEDY, HARLAN G.	84,924	NORDYKE, MARLENE	54,047
KIST, MARVIN W.	56,280	O'BRIEN, PATRICK D.	78,695
KLIIPPENSTEIN, MICHAEL	64,716	OCHITWA, PAUL OREST	75,828
KNISLEY, DANIEL G.	78,800	OLSON, ARNELL	56,867
KOOP, DONALD	108,516	OSICKI, GREGORY H.	75,828
KOSHINSKY, DENNIS	65,669	PAQUIN, ALVIN G.	68,619
KOSHMAN, DEBBIE F.	108,516	PARKER, BARRIE RICHARD	84,924
KOWAL, JACQUELINE	62,196	PATZWALD, LARRY A.	50,043
KOZA, DARYL	69,108	PAUL, GEORGE B.	64,989
KOZIEL, COSETTE	61,661	PAUL, ORAN K.	75,516
KRAHENBIL, BRENT A.	55,870	PEARSON, DUANE	52,508
KULLMAN, BEVERLEY A.	65,664	PELLETIER, SHANE	52,132
LABERGE, ANDRE MICHEL	65,664	PERRIN, DALE	63,909
LAING, ERIC J.	57,299	PERRY, LYNDON	60,328
LAMBERT, PHILIP	106,356	PETERSON, MARGARET	60,804
LAMOTHE, MICHEL G.	57,270	PETRUNIAK, DARNELLA	69,388
LEACHMAN, BILL	61,494	PICHULA, KENNETH	51,643
LEE, KING	60,804	PICHULA, TRACY	59,228
LEE, LIM Y.	70,896	PIDBOROCHYNSKI, HARRY J.	56,162
LEWIS, KEN	52,092	POLLARD, DANNY L.	54,480
LIEFFERS, JEFF	60,144	PORTER, LOREEN	68,136
LONG, GARRY R.	66,720	RADIGAN, PAUL	81,168

RANDALL, NORMAN J.	60,804	TOCHOR, JEFF	53,671
REDDEKOPP, CORNIE	51,128	TOTH, DARRELL	74,987
REDDEKOPP, SHELLEY	74,424	TOTH, DOUG	63,528
REID, KEITH	53,491	TUER, DONNA	60,657
REID, RAE G.	81,168	ULRICH, RODNEY	65,664
REIGERT, ALBERT D.	59,770	VANDEPOLDER, GUS J. A.	75,828
RENSBY, JEFF	58,189	VENAAS, GARRY W.	56,116
RIST, WENDY MARIE	50,250	VOLK, EDWIN	68,708
RIVIERE, DOROTHY	88,740	WAKE, MICHELLE	55,671
ROBERTS, EDWARD A.	63,657	WALL, MURRAY	81,662
ROBIN, DICKSON J.	70,896	WALSH, ANTHONY J.	75,828
RODMAN, CHRISTINA A.	63,025	WALSH, TIMOTHY	60,804
RUSCONI, GARTH	108,516	WALTER, KENNETH N.	86,384
SANKEY, DANNY	65,664	WARD, RALPH W.	58,648
SAPARA, MERVIN	65,664	WAUGH, MARILYN A.	52,387
SASS, LEONARD JOHN	55,680	WAWRYK, ROBERT JOSEPH	86,856
SCHNEIDER, TRENT D.	51,415	WEEKS, ANDY	72,371
SCHNELL, FERGUS	69,924	WHITEHEAD, DARREN	70,896
SCHUMACHER, BRIAN R.	67,651	WIEBE, GRANT	73,131
SCHUURMANS, FRANK	65,664	WILCOCKS, DEAN	60,570
SCOTT, PERRY	66,125	WILLIAMS, TERRANCE M.	61,223
SEARSON, GEORGE N.	51,154	WILSON, DAVID ALLAN	74,832
SELINGER, DONNA	50,126	WILSON, JOHN A.	67,522
SEMASCHUK, LAWRENCE	60,374	WITTAL, GLORIA F.	65,664
SERVISS, JASON	77,509	YOUNG, RHONDA M.	58,714
SHANNER, ROBERT G.	70,896	YOUNG, WYNONA	65,267
SHAW, JAMES E.	62,288	ZARYSKI, SANDRA E.	55,120
SHORTER, LENORE	65,617	ZIEGLER, ROBERT	69,924
SHUMAY, HENRY	51,245	Payees less than \$ 50,000	21,353,079
SISK, NADINE	66,852		
SMITH, MARLOWE R.	65,664	Total	40,121,094
SMITH, MYRTLE	60,690		
SMITH, SHAUN D.	70,896		
SPANIER, GILBERT L.	56,564		
ST. ONGE, CANDICE	52,868		
STANKEWICH, LAWRENCE	61,914		
STARUJALA, GREG	51,831		
STECHYSHYN, RONALD	51,971		
STEEVES, DOUGLAS J.	59,904		
STORDY, JOHN F.	67,820		
STRAND, KELVIN WILLIAM	70,896		
STRIHA, RICHARD	70,297		
STROH, HELEN	58,299		
STUDER, PETER T.	52,092		
STUSEK, RONALD A.	65,664		
SWEET, JEFF D.	75,516		
TAMAKI, GRAHAM T.	70,896		
TAYLOR, JIM A.	71,072		
TEWELDE, BEN	57,462		
THACYK, LISA	57,214		
THOMPSON, JAMES	87,799		
TICE, BERNADETTE E.	59,818		

